et

JAY B. BARNEY

Name and Appointments:

Jay B. Barney
Presidential Professor of
Strategic Management
Lassonde Chair of Social
Entrepreneurship
Chair, Entrepreneurship &
Strategy Department

Contact Information:

Office:
8155 SFEBB
David Eccles School of Business
The University of Utah
Salt Lake City, UT 84112
801-585-9471

Home:

Park City, UT 84098

Degrees and Honors Conferred:

B.S. (Sociology) Brigham Young University 1975 (Summa Cum Laude)
M.A. (Sociology) Yale University 1978
Ph.D. (Administrative Sciences/Sociology) Yale University 1982

Ph.D. (Honorary) (College of Social Sciences) Lund University, Lund, Sweden 1997
Ph.D. (Honorary) Copenhagen Business School, Copenhagen, Denmark, 2008
Ph.D. (Honorary) Universidad Pontificia Comillas, Madrid, Spain, 2011

Fellow, Academy of Management, 2001
Fellow, Strategic Management Society, 2007

Winner, Irwin Outstanding Educator Award, Business Policy and Strategy Division of the Academy of Management, 2005
Winner, Academy of Management Scholarly Contributions Award, 2010
Winner, *The Strategic Entrepreneurship Journal* Best Paper Prize, 2014

Honorary Visiting Professor, School of Management, Waikato University, Hamilton, New Zealand, 2000 - 2009
Honorary Professor, Sun Yat-Sen University, Guangzhou, China, 2005 - 2010
Honorary Professor Associate, Brunel Business School, Brunel University, United Kingdom, 2006 - 2009
Honorary Special Term Professor, College of Business, Peking University, Beijing, China, 2006 – 2009
Honorary Professor, College of Business, Nankai University, Tianjin, China, 2008 - 2010

Teaching Experience:

Teaching Fellow, School of Organization and Management, Yale University, 1976-80.

Assistant Professor of Management, Anderson Graduate School of Management, University of California, Los Angeles, 1980-86.

Assistant to Full Professor of Management, Department of Management, Texas A&M University, 1986-1994.

Professor of Management and Chase Chair for Excellence in Corporate Strategy, Department of Management and Human Resources, The Ohio State University, 1994-2012.

Presidential Professor of Strategic Management and Lassonde Chair of Social Entrepreneurship, Entrepreneurship and Strategy Department, David Eccles School of Business, The University of Utah, 2012-present.

Publications in Peer Reviewed Outlets:
Number of citations for top twenty five cited peer reviewed papers (from Google Scholar) are listed

"Performance Lies are Hazardous to Organizational Health," *Organizational Dynamics*, Winter, 1981, pp. 68-80, with Lee Perry.

Reprinted in:
J. B. Ritchie and Paul Thompson (eds.), *Organization and People*, 4th ed. St. Paul: West, 1988, pp. 191-200.

"Perspectives in Organization Theory: Resource Dependence, Efficiency, and Ecology," *Academy of Management Review*, 1984, 9 (3), pp. 471-481, with Dave Ulrich.

"Dimensions of Informal Social Network Structure: Toward a Contingency Theory of Informal Relations in Organizations," *Social Networks*, 7, 1985, pp. 1-46.

"Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?" *Academy of Management Review*. 11, 1986, pp. 656-665.

Finalist, 1986 *Academic of Management Review* "Outstanding Scholarly Contribution Award."

3,822 citations by 2016 (Google Scholar)

"Types of Competition and the Theory of Strategy: Toward an Integrative Framework," *Academic of Management Review*, 11, 1986, pp. 791-800.

838 citations by 2016 (Google Scholar)

"Strategic Factor Markets: Expectations, Luck, and Business Strategy," *Management Science*, 32(10), 1986, pp. 1231-1241.

Reprinted in:
N. Foss (ed.), Resources, Firms, and Strategies. Oxford: Oxford University Press, 1997, pp. 146-160.

2004, cited as one of the 50 most influential papers published in *Management Science.*

6,241 citations by 2016 (Google Scholar)

"Returns to Bidding Firms in Mergers and Acquisitions: Reconsidering the Relatedness Hypothesis," *Strategic Management Journal*, 9, Special Issue, 1988, pp. 71-78.

554 citations by 2016 (Google Scholar)

"The Structure of Venture Capital Governance: An Organizational Economic Analysis of the Relations Between Venture Capital Firms and New Ventures," *Academy of Management Proceedings: "Best Papers" 1989*, 1989, pp. 64-68, with Lowell Busenitz, James Fiet, and Doug Moesel.

"Asset Stocks and Sustained Competitive Advantage: A Comment," *Management Science*, 35, 1989, pp. 1511-1513.

"Management Objectives in Mergers and Acquisitions," *Strategic Management Journal*, 11, 1990, pp. 79-86, with Gordon A. Walter.

"Strategic Groups: Untested Assertions and Research Proposals," *Managerial and Decision Economics*, 11, 1990, pp. 187-198, with Robert E. Hoskisson.

547 citations by 2016 (Google Scholar)

"Employee Stock Ownership and the Cost of Equity: Principal-Agent Relations Among a Sample of Japanese Electronics Firms," *Organization Studies*, 11, 1990, pp. 353-372.

Reprinted in:
"Stock Ownership," *Sviluppo and Organizzazione*, March-April 1991, 124, pp. 53-67.

"The Debate Between Traditional Management Theory and Organizational Economics: Substantive Differences or Inter-Group Conflict?" *Academic of Management Review*, 15, 1990, pp. 382-393.

"Profit Sharing Bonuses and the Cost of Debt: Business Finance and Compensation Policy in Japanese Electronics Firms," *Asia Pacific Journal of Management*, 7, 1990, pp. 49-64.

"The Resource Based View of Strategy: Origins, Implications, and Prospects," Editor of Special Theory Forum in *Journal of Management*, 17, 1991, pp. 97-211.

"Firm Resources and Sustained Competitive Advantage," *Journal of Management*, 17(1), 1991, pp. 99-120.

Reprinted in:
B. de Witt and R. Meyer (eds.), *Strategy: Process, Content, Context*, 2nd Ed. London: Thompson International Business Press, 1998, pp. 383-394.

J. Baum and F. Dobbin (eds.), *Advances in Strategic Management: Economics Meets Sociology in Strategic Management*, Vol. 18, 2000, pp. 203-228.

R. Langlois, T. Fu-Lai Yu, and P. Robertson (eds.), *Alternative Theories of the Firm*, Edward Elgar Publishing Ltd., Cheltenham, UK, Vol. II, Chapter 5, 2002.

2004, cited as the second most referenced publication in articles published in the *Strategic Management Journal*, 1994-2000 (see A. R. Ramos-Rodríguez and J. Ruíz-Navrro (2004), "Changes in the Intellectual Structure of Strategic Management Research," *Strategic Management Journal*, 25(10), 981-1004.)

43,680 citations by 2016 (Google Scholar)

"Organizational Responses to Legal Liability: On-the-job Exposure to Hazardous Materials, Vertical Integration, and Small Firm Production," *Academy of Management Journal*, 35, 1992, pp. 328-349, with Francie Edwards and Al Ringleb.

"Integrating Organizational Behavior and Strategy Formulation Research: A Resource Based Analysis," in P. Shrivastiva, A. Huff, and J. Dutton (eds.), *Advances in Strategic Management*, Vol. VIII, JAI Press, 1992, pp. 39-62

451 citations by 2016 (Google Scholar)

"The Relationship Between Venture Capitalists and Managers in New Firms: Determinants of Contractual Covenants," *Managerial Finance* 20, 1994, pp. 19-30, with Lowell Busenitz, Jim Fiet, and Doug Moesel.

"Biases and Heuristics in Strategic Decision Making: Differences Between Entrepreneurs and Managers in Large Organizations," *Academy of Management Proceedings: Best Papers 1994*, 1994, pp. 85-89, with Lowell Busenitz.

Winner, Best Paper Award, Entrepreneurship Division.

"Competitive Organizational Behavior: Toward an Organizationally Based Model of Competitive Advantage," *Strategic Management Journal*, Vol. 15, 1994, pp. 5-9, with Ed Zajac.

372 citations by 2016 (Google Scholar)

"Trustworthiness As A Source of Competitive Advantage," *Strategic Management Journal*, Vol. 15, 1994, pp. 175-190, with Mark Hansen.

Reprinted in:

H. Thomas, D. O'Neal, and M. Ghertman (eds.), *Strategy, Structure, and Style*. New York: John Wiley, pp. 5-22.

2,474 citations by 2016 (Google Scholar)

"What Is an Attractive Industry? Evaluating Industry Attractiveness Through an Organizational Lens," *Praktisk Økonomi og ledelse*, 1994, pp. 71-81.

"Determinants of a New Venture Team's Receptivity to Advice from Venture Capitalists," in *Frontiers of Entrepreneurship Research, 1994*, Babson College, 1994, pp. 321-335, with Lowell Busenitz, James Fiet, and Doug Moesel.

"Looking Inside for Competitive Advantage," *Academy of Management Executive*, 9(4), 1995, pp. 49-61.

Reprinted in:
A. Campbell and K. S. Luchs (ed.), *Core Competency Based Strategy*. London: International Thomson Business Press, 1997; pp. 13-29.

Schuler, R. S. and S. E. Jackson (ed). *Strategic Human Resource Management*. Oxford, UK: Blackwell Publishers Ltd., 1999; pp. 128-141.

2,159 citations by 2016 (Google Scholar)

"Information Technology and Sustained Competitive Advantage: A Resource-Based Analysis," *MIS Quarterly*, 19, 1996, pp. 487-505, with Bill Fuerst and F. Mata.

2,262 citations by 2016 (Google Scholar)

"The Substitution of Bonding for Monitoring in Venture Capitalist Relations with High Technology Enterprises," *Journal of High Technology Management Research*, 7 (1), 1996, pp. 91-105, with Jim Fiet, Lowell Busenitz, and Doug Moesel.

"New Venture Teams' Assessment of Learning Assistance from Venture Capital Firms," *Journal of Business Venturing*, 11 (4), 1996, pp. 257-271, with L. Busenitz, J. Fiet, and D. Moesel.

Reprinted in:
P. Westhead and M. Wright (ed.), *Advances in Entrepreneurship*. Cheltenham, UK: Edward Elgar, 1999.

"The Resource-based Theory of the Firm," *Organization Science*, 7, 5, 1996, pp. 469.

628 citations by 2016 (Google Scholar)

"Factors Underlying Changes in Risk Perceptions of New Ventures by Venture Capitalists," *Frontiers of Entrepreneurship Research 1996*, Babson College, pp. 377-391, with Lowell Busenitz, Jim Fiet, and Doug Moesel.

"Differences Between Entrepreneurs and Managers in Large Organizations: Biases and Heuristics in Strategic Decision Making," *Journal of Business Venturing*, 12, 1997, pp. 9-30, with Lowell Busenitz.

Summarized in:
The Economist, July 19, 1997, pg. 56
Psychology Today, November-December, 1997, p. 22
CNBC News, Sept. 13, 1997
Journal of Commerce, July 8, 1997
Reuters News Service, July 2, 1997
St. Louis Daily Record, July 3, 1997
Success, March 1998, p. 52

Reprinted in:
S. Shane (ed.), *The Foundations of Entrepreneurship*. London: Edward Elgar Publishing, 2000.

H. Landström and F. T. Lohrke (eds.), *Intellectual Roots of Entrepreneurship Research.* Sweden: Lund University, Spring 2012. D. B. Audretsch (Series Editor), *The International Library of Entrepreneurship Research*.

1,911 citations by 2016 (Google Scholar)

"The Framing of Perceptions of Fairness in the Venture Capitalist/New Venture Team Relationship," *Entrepreneurship: Theory and Practice*, 21, 5, 1997, pp. 5-22, with Lowell Busenitz, Doug Moesel, and Jim Fiet.

"Complementary Perspectives on the Dismissal of New Venture Team Members," *Journal of Business Venturing*, 12 (5), pp. 347-365, 1997, with Jim Fiet, Lowell Busenitz, and Doug Moesel.

"On Becoming a Strategic Partner: The Role of Human Resources in Gaining Competitive Advantage," *Human Resource Management*, 37, 1998, pp. 31-46, with Pat Wright.

1,714 citations by 2016 (Google Scholar)

"How a Firm's Capabilities Affect Boundary Decisions," *Sloan Management Review*, 40, 3, Spring 1999, pp. 137-145.

801 citations by 2016 (Google Scholar)

"How Entrepreneurial Firms Can Benefit from Alliances with Large Partners," *Academy of Management Executive*, 15(1), February 2001, pp. 139-148, with Sharon Alvarez.

467 citations by 2016 (Google Scholar)

"Is the Resource-Base 'View' a Useful Perspective for Strategic Management Research? Yes," *Academic of Management Review*, 26(1), January 2001, pp. 41-56.

2,732 citations by 2016 (Google Scholar)

"Strategic Factor Market Intelligence: An Application of Information Economics to Strategy Formulation and Competitor Intelligence," *Management Science*, 2001, 47, pp. 1621-1638, with Rich Makadok.

"Is Sustained Competitive Advantage Still Possible in the New Economy? Yes," *Diamond Harvard Business Review* [Japan], May 2001, v. 5, 78-87.

"The Resource-Based View Ten Years After: Retrospective and Prospective," *Journal of Management*, 2001, 27, pp. 625–641, with M. Wright and D. Ketchum.

2,145 citations by 2016 (Google Scholar)

"Resource-based Theories of Competitive Advantage: A Ten-Year Retrospective on the Resource-Based View," *Journal of Management*, 2001, 27, pgs. 643–650.

1,813 citations by 2016 (Google Scholar)

"Stimulating Firm-specific Investment through Risk Management," *Long Range Planning*, 2003, 36, pgs. 49-60, with H. Wang and J. Reuer.

"Unraveling the Resource-based Tangle," *Managerial and Decision Economics*, 2003, 24, pp. 309-324, with M. Peteraf.

1031 citations by 2016 (Google Scholar)

"Trust and Its Alternatives," *Human Resource Management Journal*, 2003, 42(4), pp. 393-404, with S. Alvarez and D. Bosse.

"Capabilities, Business Processes, and Competitive Advantage: Choosing the Dependent Variable in Empirical Tests of the Resource-based View," *Strategic Management Journal*, 2004, 25, pp. 23-38, with G. Ray and W. A. Muhanna.

1,401 citations by 2016 (Google Scholar)

"Organizing Rent Generation and Appropriation: Toward a Theory of the Entrepreneurial Firm," *Journal of Business Venturing*, 2004, 19(5), pp. 621-635, with S. Alvarez.

"Information Technology and the Performance of the Customer Service Process in North American Insurance Companies: A Resource-based Analysis, *Management Information Systems Quarterly*, 2005: 29, pp. 625-652, with G. Ray and W. Muhanna.

732 citations by 2016 (Google Scholar)

"How Do Entrepreneurs Organize Firms Under Conditions of Uncertainty?" *Journal of Management*, 2005, 31(5), pp. 776-793, with S. Alvarez.

2010 Journal of Management "Best Paper Award"

"Should Strategic Management Research Engage Public Policy Debates?" *Academy of Management Journal*, 2005 (48), pp. 945-958.

"Employee Incentives to Make Firm Specific Investments: Implications for Resource-based Theories of Corporate Diversification," *The Academy of Management Review*, 2006 (30), pp. 466-476, with H. C. Wang.

"Bankruptcy Law and Entrepreneurship Development: A Real Options Perspective," *The Academy of Management Review*, 2007, 32(1): pp. 257-373, with S.-H. Lee and M. Peng.

"Corporate Social Responsibility and Firm Performance: Investor Preferences and Corporate Strategies," *Academy of Management Review*, 2007, 32(3): pp. 817 - 835, with A. Mackey and T. Mackey.

625 citations by 2016 (Google Scholar)

"The Entrepreneurial Theory of the Firm," *Journal of Management Studies,* 2007, 44(7), pp. 1057 – 1063, with S. Alvarez.

"Competing with IT: The Role of Shared IT-Business Understanding," *Communication of the Association of Computing Machinery*, 2007, 50(12), pp. 87 – 91, with G. Ray and W. Muhanna.

"Discovery and Creation: Alternative Theories of Entrepreneurial Action," *Strategic Entrepreneurship Journal*, 2007, 1(1), pp. 11 – 26, with S. Alvarez.

Winner, *The Strategic Entrepreneurship Journal* Best Paper Prize, 2014

918 citations by 2016 (Google Scholar)

"Competitive Advantages in Alliance Governance: Resolving the Opportunism Minimizing—Gain Maximizing Paradox," *Managerial and Decision Economics*, 2007, 29(2/3), pp. 191 – 208, with M. Hansen and R. Hoskissson.

"Editorial: Lally, Darden, Fisher Retreat, 2005," *Journal of Business Venturing*, 2007, 22, pp. 337 – 339, with S. Alvarez.

"Collective Goods, Free Riding, and Country Brands," *Management and Organization Review*, 2008, 4(2), pp. 211 – 223, with Shujun Zhang.

"Opportunities, Organizations, and Entrepreneurship. Part One." *Strategic Entrepreneurship Journal*, 2008,2(3), 171-175, with S. Alvarez.

"Opportunities, Organization, and Entrepreneurship. Part Two." 2008, *Strategic Entrepreneurship Journal*, 2008, 2(4), 265-267, with S. Alvarez.

"The Future of Chinese Management Research: A Theory of Chinese Management versus a Chinese Theory of Management," *Management and Organization Review*, 2009, 5(1), 15-28, with Shujun Zhang.

"Heterogeneous resources and the financial crisis: Implications for strategic management theory," *Strategic Organization*, 2009, 7(4), 467 – 484, with R. Agarwal, N. Foss, and P. Klein

"Entrepreneurship and Epistemology: The Philosophical Underpinnings of the Study of Entrepreneurial Opportunities," in *The Academy of Management Annals*, 4:1, J. P. Walsh and A. P. Brief (ed.), The Academy of Management: Routledge, 2010, pp. 557-583, with S. A. Alvarez.

"How do bankruptcy laws affect entrepreneurship development around the world?" *Journal of Business Venturing*, 2011, 26, 505 – 520 (with S. Lee, Y. Yamakawa, and M. Peng)

"The Future of Resource-Based Theory: Revitalization or Decline?" *Journal of Management,* 2011, 37(5), 1299-1315, with D. J. Ketchen, Jr., and M. Wright.

434 citations by 2016 (Google Scholar)

"Purchasing, Supply Chain Management, and Sustained Competitive Advantage." *Journal of Supply Chain Management*, 2012, 48(2), 3 – 6.

"Forming and Exploiting Opportunities: The Implications of Discovery and Creation Processes for Entrepreneurial and Organizational Research," *Organization Science*, 2013, 24(1): 301 -317 with S. Alvarez and P. Anderson.

"Impact of Information Technology Capital on Firm Scope and Performance: The Role of Asset Characteristics," *The Academy of Management Journal*, 2013, 56(4): 1125 - 1147, with G. Ray and L. Xue.

"Refining, Reinforcing, and Reimaging Universal and Indigenous Theory Development in International Management," *Journal of Management Inquiry*, 2013, 22: 148 – 164, with J. Gavin, Y. Zhu, M. Brannen, C. Prichard, K. Sing, and D. Whetten.

"Entrepreneurship in the Public Interest," *Strategic Entrepreneurship Journal*, 2013, 7: 1 – 5, with A. McGahan and B Zelner.

"Incorporating Opportunity Costs in Strategic Management Research: The Value of Diversification and Payout as Opportunities Forgone When Reinvesting in the Firm, " *Strategic Organization*, 2013, 11(4), 347 - 363, with T. Mackey.

"What are Microfoundations?," *Journal of Management Perspectives*, 2013, 27(2), 138 - 155, with T. Felin.

"Epistemology, Opportunities, and Entrepreneurship: Comments on Venkataraman et al. (2013) and Shane (2012) *Academy of Management Review*, 2013, 38(1), 154 – 157, with S. Alvarez, R. Wuebker, and R. McBride.

"Entrepreneurial Opportunities and Poverty Alleviation," *Entrepreneurship Theory and Practice*, 2014, 38(1), 159 – 184, with S. Alvarez.

"How Marketing Scholars Might Help Address Issues in Resource-based Theory," *Journal of the Academy of Marketing Science*, 2014, 42(1), 24 – 26.

"Transactions Costs, Capabilities, and Corporate Advantage Considerations in Theories of Multinational Enterprise," *Global Strategy Journal*, 2014, 4, 70 – 73, With M. Peteraf.

"Realism in the Study of Entrepreneurship," *Academy of Management Review*, 2014, 39(2), 227 – 231 with S. Alvarez, R. Wuebker, and R. McBride.

"Real Options in Divestment Alternatives," *Strategic Management Journal*, forthcoming, with N. Damaraju and A. Makhija,

"Who Captures the Value Created with Human Capital: A Market-Based View," *Academy Of Management Perspectives*, forthcoming, with J. Molloy.

"The Poverty Problem and the Industrialization Solution," *Asian Pacific Journal of Management*, forthcoming, with S. Alvarez and A. Newman

"Corporate Diversification and the Value of Individual Firms: A Bayesian Approach," *Strategic Management Journal*, forthcoming, with T. Mackey and J. Dotson.

"Firm Specific Human Capital as a Signal of General Value: Revisiting Assumptions About Human Capital and How It Is Managed," *Strategic Management Journal*, forthcoming, with S. Morris, S. Alvarez, and J. Molloy.

"On Opportunities: Philosophical and Empirical Implications," *Academy of Management Review*, forthcoming, with S. Alvarez, R. McBride, and R. Wuebker

"Enrolling Stakeholders Under Conditions of Risk and Uncertainty," *Strategic Entrepreneurship Journal,* forthcoming, with B. Burns, R. Angus, and H. Herrick.

Published Books:

Organizational Economics: Toward a New Paradigm for Studying and Understanding Organizations. San Francisco: Jossey-Bass, 1986, with William G. Ouchi. (689 citations by 2016—Google Scholar)

Managing Organizations: Strategy, Structure, and Behavior. Boston: Houghton-Mifflin, 1992. with Ricky Griffin.

Gaining and Sustaining Competitive Advantage, currently in 4th edition, Upper Saddle River, NJ: Prentice Hall, 2010 (first edition published in 1997). (4,906 citations by 2016—Google Scholar)

Translated into *Japanese* by Masa Okada in three volumes (The Tools of Strategic Analysis, Business Strategies, Corporate Strategies), 2003.
Translated into *Chinese*, 2004. (Now in a 2nd Chinese edition)

Translated into *Italian*, 2006 by Valentina Della Corte and Mauro Sciarelli.
Translated into *German*, forthcoming, by Thomas Mellewist.

Strategic Management and Competitive Advantage. Currently in 5th edition. Upper Saddle River, NJ: Prentice Hall, 2014, with William Hesterly. (Text only and Text and Cases versions, first edition published in 2005). (734 citations by 2016—Google Scholar)

Translated into *Chinese*, 2008, by Shujun Zhang (Chosen by Chinese Minister of Education as Preferred Strategic Management Textbook).
Translated into *Korean*, by Hyung-deok Shin
Translated into Spanish, forthcoming

Resource-based Theory: Creating and Sustaining Competitive Advantage. London: Oxford University Press, 2007, with Delwyn Clark. (826 citations by 2016—Google Scholar)

Translated into Chinese, 2013

What I Didn't Learn in Business School: Making Strategy Work in the Real World. Cambridge: Harvard Business Review Press, 2010, with Trish Clifford.

Translated into Korean
Translated into Hungarian
Translated into Chinese
Translated into Polish

Other Publications:

"Program for Research in Organizations and Management: The United States-Japan Electronics Industry Study," in *Management by Japanese Systems*, S. Lee (ed.), NY: Praeger, 1982, pp. 373-393, with William G. Ouchi and Dave Ulrich.

"Computing the Cost of Capital for U.S. and Japanese Companies," in William G. Ouchi, *The M-form Society*, Reading, MS: Addison-Wesley, 1984, pp. 275-281.

"Theory Z, Institutional Economics, and the Theory of Strategy," in Paul Kleindorfer (ed.), *Management of Productivity and Technology in Manufacturing*. New York: Plenum Publishing, 1985, pp. 229-237.

"Information Cost and the Governance of Economic Transactions," in R.D. Nacamulli and A. Rugiadini (eds.), *Organizations and Markets*, Milan, Italy: Societa Editrice it Mulino, 1985, pp. 347-372, with William G. Ouchi.

"Pinstripes, Power Ties, and Personal Relationships: The Economics of Career Strategy," in M. Arthur, D. Hall, and B. Lawrence (eds.), *Handbook of Career Theory*, NY: Cambridge, 1989, pp. 417-436, with Barbara Lawrence.

"The Organization of Schumpeterian Innovations," in M. Lawless and L. Gomez-Mejia, *Managing the High Technology Firm: Macro Issues*, JAI Press, 1990, pp. 2-14, with Barry Baysinger.

"The Attributes of Top Management Teams and Sustained Competitive Advantage," in M. Lawless and L. Gomez-Mejia (eds.), *Managing High Technology Firms*, Vol. II, JAI Press, 1992, pp. 33-48, with Beverly Tyler.

"Superior Performance from Implementing Merger and Acquisition Strategies: A Resource Based Analysis," in Georg Von Krogh, Alessandro Sinatra, and Harbir Singh (eds.), *The Management of Corporate Acquisitions*, London: MacMillan, 1994, pp. 105-127, with Tom Turk.

"Beyond Individual Metaphors in Understanding How Firms Behave: A Comment on Game Theory and Prospect Theory Models of Firm Behavior," in R. Rumelt, D. Schendel, and D. Teece (eds.), *Fundamental Issues in Strategy: A Research Agenda*. Boston, MA: Harvard Business School Press, 1994, pp. 55-69.

"The Conceptual Foundations of the Resource Based View of the Firm: Comments on 'A Hierarchy of Corporate Resources'," in P. Shrivastiva, A. Huff, and J. Dutton (eds.), *Advances in Strategic Management*, Vol. 10, Greenwich, CT: JAI Press, 1994, pp. 113-125.

"Bringing Managers Back In: A Resource-Based Analysis of the Role of Managers in Creating and Sustaining Competitive Advantages for Firms," in *Does Management Matter? On Competencies and Competitive Advantage*, Crafoord Memorial Lectures 6, Lund, Sweden: Lund University, 1994, pp. 3-36.

"Organizational Economics: Understanding the Relationship Between Organizations and Economic Analysis," in S. Clegg, C. Hardy, and W. Nord (eds.), *Handbook of Organization Theory*, London: Sage, 1996, pp. 115-147, with W. Hesterly.

Reprinted, with minor changes, in Second Edition.

640 citations by 2016 (Google Scholar)

"On Flipping Coins and Making Technology Choices: Luck as an Explanation of Technological Foresight and Oversight," in R. Garud, P. Nayar, and Z. Shapira (eds.), *Technological Foresight and Oversight*, Cambridge: Cambridge University Press, 1997, pp. 13-19.

"Context Is Crucial: Commonalities, Differences, and Subtle Differences," in Joel Baum and Frank Dobbin (eds.), *Advances in Strategic Management: Economics Meets Sociology in Strategic Management*, Vol. 17, 2000, pp. 261-269.

"Nothing Permanent: The Role of Sustainability and Luck in Resource-Based Logic," in J. Baum and F. Dobbin (eds.), *Advances in Strategic Management: Economics Meets Sociology in Strategic Management*, Vol. 17, 2000, pp. 297-300.

"Organizational Identity as Moral Philosophy: Competitive Implications for Diversified Corporations," in M. Schultz, M. Hatch, and M. Larsen (eds.), *The Expressive Organization*, Oxford: Oxford University Press, 2000, pp. 36-47, with Alice Stewart.

"Multiple Considerations in Making Governance Choices: Transactions Cost Economics, Real Options Theory, and Knowledge Based Theories of the Firm," in N. Foss and V. Mahnke (eds), *Competence, Governance, and Entrepreneurship*. Oxford: Oxford University Press, 2000, pp. 304-317, with Woonghee Lee.

"A Conversation on the Implications of Organizational Identity for Strategy," in D. Whetten and P. Godfrey (Eds.), *Identity in Organizations: Building Theory Through Conversations*. Thousand Oaks: Sage, 1998, pp. 99-170 (contributor).

"Entrepreneurial Capabilities: A Resource-Based View," in D. Meyer and K. Heppard (eds.), *Entrepreneurship as Strategy: Competing on the Entrepreneurial Edge*, Thousand Oaks, CA: Sage, 2000, pp. 63-82, with Sharon Alvarez.

"Competence Explanations of Economic Profits in Strategic Management: Some Policy Implications," in J. Ellig (Ed.), *Dynamic Competition and Public Policy*. Cambridge University Press, 2001, pp. 45-64.

"The Resource-Based View: Origins and Implications," in M. A. Hitt, R. E. Freeman, J. S. Harrison, *The Blackwell Handbook of Strategic Management*. Malden, MA: Blackwell Publishers Inc., 2001, pp. 124-188, with Asli Arikan.

822 citations by 2016 (Google Scholar)

"Resource-based Theory and the Entrepreneurial Firm," in Hitt, M., D. Ireland, S. M. Camp, and D. Sexton (eds.), *Strategic Entrepreneurship: Creating a New Mindset.* Blackwell Publishing, 2002, with S. Alvarez.

"The Evolutionary Roots of Resource-based Theory," in C. Helfat (Ed.), *The SMS Blackwell Handbook of Organizational Capabilities: Emergence, Development, and Change.* Oxford: Blackwell Publishing, 2003, pp. 269-271.

"Resources, Capabilities, Core Competencies, Invisible Assets, and Knowledge Assets: Label Proliferation and Theory Development in the Field of Strategic Management," in C. Helfat (Ed.), *The SMS Blackwell Handbook of Organizational Capabilities: Emergence, Development, and Change.* Oxford: Blackwell Publishing, 2003, pp. 422-426.

"An Interview with William Ouchi," *Academy of Management Executive*, 2004, 18(4), 108-116.

"Introduction: William Ouchi's *Theory Z: How American Business Can Meet the Japanese Challenge," The Academy of Management Executive*, 2004, 18(4), 106-107.

"Building versus Acquiring Resources: Analysis and Application to Learning Theory," in A. Ghobadian, N. O-Regan, D. Gallear, and H. Viney (editors), *Strategy and Performance: Achieving Competitive Advantage in the Global Marketplace*, London: Palgrave, 2004, pp. 57-81, with T. Tong.

"Where Does Inequality Come From? The Personal and Intellectual Roots of Resource-based Theory." In K. Smith and M. Hitt, *Great Minds in Management*, Oxford University Press, 2005, pp. 280-303.

"Testing Resource-based Theory." In D. J. Ketchen, Jr., and D. D. Bergh, *Research Methodology in Strategy and Management*, Vol. 2, New York: Elsevier, 2005, pp. 1-13, with Tyson Mackay.

"Developing Multi-Level Theory in Strategic Management: The Case of Managerial Talent and Competitive Advantage." In F. Dansereau and F. J. Yammarino, *Multi-Level Issues in Strategy and Methods*, New York: Elsevier, 2005, pp 163-175, with Alison Mackey.

"The Digital Economy and Sustained Competitive Advantage in the Tourism Industry." In *Strategic Capabilities and Knowledge Transfer Within and Between Organizations*, A. Capasso, G. Dagnino, and A. Lanza (ed.), Northampton, MA: Edward Elgar, 2005, pp. 35-55, with V. della Corte and M. Sciarelli.

"Can Organizing a Firm Create New Economic Value?" in *Entrepreneurial Strategies*, A. Cooper, S. Alvarez, A. Carrera, L. Mesquita, and R. Vassexo (ed.). Malden, MA: Blackwell, 2006, pp. 11-25, with S. Alvarez.

"Employer Perspectives: Competing through a Flexible Workforce," in *The Shadow Workforce*, Sandra E. Gleason (Ed.). Kalamazoo, MI: W. E. Upjohn Institute for Employment Research, 2006, pp. 65-98, with D. Miller.

"Senior Management Preferences and Corporate Social Responsibility," in *Handbook of Corporate Social Responsibility*, A. Crane, A. McWilliams, D. Matte, B.J. Moon, and D. Siegel (eds.). Oxford: Oxford Press, 2007, pp. 532 – 542, with A. Mackey and T. Mackey.

"Debates in Entrepreneurship: Opportunity Formation and Implications for the Field of Entrepreneurship," in *Handbook of Entrepreneurship Research,* Second Edition, Springer, 2010, pp. 23-45, with S. Alvarez and S. Young.

"Play it Safe or Take a Stand," *Harvard Business Review*, November, 2010, pp. 139 - 141, with Trish Clifford.

"Establishing Strategic Management as an Academic Discipline," R. Huggins and H. Izushi (eds). *Competition, Competitive Advantage, and Clusters: The Ideas of Michael Porter*, Oxford: Oxford Press, 2011, pp. 25 – 32.

"Complementary Theories of Entrepreneurship," in *Strategy & Entrepreneurship: New Crafoord Lectures*, T. Kalling (Ed.). Lund, Sweden: Lund Business Press, 2012, with S. Alvarez and M. Angle.

"Shareholders, Stakeholders, and Strategic Factor Markets," in S. Rangan (ed.) *Performance and Progress: Essays on Capitalism, Business, and Society,* Oxford: Oxford University Press, 2015, pp. 203 – 215.

Book Reviews:

Review of "The Japanese Industrial System," by Charles J. McMillan, *Administrative Science Quarterly*, 1985, 30, 596-7.

Review of "Economic Behavior Within Organizations," by S. Hoenack, *Administrative Science Quarterly*, March, 1986, pp. 140-142.

Review of "An Evolutionary Theory of Economic Change," by R. Nelson and S. Winter, *Administrative Science Quarterly*, June, 1987, pp. 315-318.

Review of "Organizational Capital," by J. Thomer, *Journal of Economic Behavior and Organization*, 1989, pp. 453-455.

Review of "Strategies for Electronic Commerce and the Internet," by Henry Lucas, *Academy of Management Review*, 2002, 27, pp. 628 – 630.

Case Studies:

"The Electronic Revolution in the Watch Industry: A Decade of Environmental Changes and Corporate Strategies," in *Organizational Analysis of Environments*, Robert H. Miles (ed.), Series C. Research Program in Government and Business Relations, Yale School of Organization and Management, 1978.

"Diversified Industries (A), (B), and (C)," with Dave Ulrich, Graduate School of Management, UCLA, 1981.

"Nationwide: Implementing the Shared Business Model."

"Cardinal Health (A): Pharmaceutical Distribution Strategy," with Jay Dial.

Other Published Work:

Entries in *The Blackwell Dictionary of Organizational Behavior*, 1996

resource base theory
scarcity
slack resources
mission statements
vertical integration
structure-conduct-performance model
organizational economics

Video, *Up the Corporate Ladder*, produced by Karl Lorimar Video, 1986.

Entries in *The Blackwell Encyclopedia of Management* (2nd edition), 2005 (with Sharon Alvarez)

entrepreneurial alertness
entrepreneurial discovery
entrepreneurial resources

Associate Editor, *Palgrave Encyclopedia of Strategic Management*, 2014

Total Citations to all Work: 96,139 by 2016 (Google Scholar)

Research in Process:

Program on Entrepreneurship.

Program on the Resource Based View of the Firm.

Ph.D. Students (Current Location):

Beverly Tyler (North Carolina State University)
Lowell Busenitz (University of Oklahoma)
Wonghee Lee (Hanyang University)
Seung-Hyun Lee (University of Texas at Dallas)
Hyung-Deok Shin (George Mason University)
Masahiro Okada (Keio University)
Roberto Ragozzino (University of Illinois, Chicago)
Tony (Wenfeng) Tong (University of Colorado, Boulder)
Al Warner (Penn State, Erie)
Doug Bosse (University of Richmond)
Doug Miller (University of Illinois)
Alison Mackey (Brigham Young University)
Tyson Mackey (University of Utah)
Asli Arikan (Kent State University)
Ilgaz Arikan (Kent State University)
Heli Wang (Singapore Management University)
Gautam Ray (University of Minnesota)
Sangcheol Song (Korean Institute of International Business)
NagaLakshmi Damaraju (Indian School of Business)
Janice Molloy (University of Bath)
Anup Nandialath (HEC Paris)

Scholarly Presentations:

Invited Colloquia:

1980 University of California, Los Angeles: "Recruitment Strategies for Voluntary Organizations"

1982 University of California, Los Angeles: "The Relationship Between a Firm and Its Primary Investors"

1983 University of California, Irvine: "Investor/Firm Relations: An Application of Agency Theory and Transaction Cost Theory"

University of California, Los Angeles: "Strategy and Organization"

1984 Brigham Young University: "Economic Profit from Organizational Culture"

1985 Bocconi University (Milan, Italy): "Strategy and the Markets and Hierarchies Perspective"

University of Minnesota: "Strategic Planning and Firm Performance"

1986 Texas A&M University: "A Contingency Theory of the Planning and Performance Relationship"

Wharton School: "Agency Theory, Employee Stock Ownership, and the Cost of Equity Capital"

Bocconi University (Milan, Italy): "Resource Dependence and Transactions Cost Economics: Conceptual or Ideological Differences?"

1987 Bocconi University (Milan, Italy): "A Transaction Cost Analysis of Business Ethics"

1988 Emory University: "The Context of Strategic Planning and the Economic Performance of Firms"

Kellogg Graduate School of Business, Northwestern University: "The Context of Strategic Planning and Firm Performance"

1990 University of Michigan, Strategy Group: "Observations on the Resource Based View of Competitive Advantage"

University of Illinois: "Firm Resources and Sustained Competitive Advantage"

1991 Washington University: "The Resource Based Model of Competitive Advantage"

Harvard Business School, Industry Analysis Group: "The Resource Based Model of Competitive Advantage"

University of Utah: "Entrepreneurship and the Resource Based View of the Firm"

University of British Columbia: "Integrating Organizational Behavior and Strategy Formulation Research: A Resource Based Analysis"

University of Texas at Arlington: "Integrating Organizational Behavior and Strategy Formulation Research: A Resource Based Analysis"

1992 Washington State University: "Integrating Organizational Behavior and Strategy Formulation Research: A Resource Based Analysis"

University of California, Irvine: "Integrating Organizational Behavior and Strategy Formulation Research: A Resource Based Analysis"

University of Pittsburgh: "Integrating Organizational Behavior and Strategy Formulation Research: A Resource Based Analysis"

University of Texas, Austin: "Integrating Organizational Behavior and Strategy Formulation Research: A Resource Based Analysis"

Brigham Young University: "Integrating Organizational Behavior and Strategy Formulation Research: A Resource Based Analysis"

University of Michigan, Organization Behavior/Human Resource Management Group: "Origins and Implications of the Resource Based View of the Firm: Application to Strategy Formulation and Organizational Behavior"

1993 University of Colorado at Boulder: "Transaction Cost Economics and Sustained Competitive Advantage: A Resource Based Analysis"

Texas Tech University: "The Resource Based View of the Firm: Toward a Behavioral Theory of Competitive Advantage"

Duke University, Fuqua School of Business: "The Resource Based View of the Firm: Toward Behavioral Theory of Competitive Advantage"

Emory University: Hightower Distinguished Lecturer in Organization and Management: "An Organizational Model of Competitive Advantage"

Lund University (Lund, Sweden): The Holger Crafoord Memorial Lecture: "An Organizational Model of Competitive Advantage"

The Ohio State University: "The Resource Based View of the Firm: Towards an Organizational Model of Competitive Advantage"

1994 Kellogg Graduate School of Business, Northwestern University: "Trustworthiness as a Source of Sustained Competitive Advantage"

Texas Christian University: "The Resource-Based View of the Firm: Antecedents and Implications"

University of Tennessee: "Trustworthiness as a Source of Competitive Advantage"

Fordham University: "Trustworthiness as a Source of Competitive Advantage"

1995 The University of Kansas, Law and Organizational Economics Center: "Competitive Organizational Behavior"

Chapman University: "Competitive Organizational Behavior"

Case Western Reserve University: "Trustworthiness As a Source of Competitive Advantage"

Australian Graduate School of Management: "Trustworthiness As a Source of Competitive Advantage"

HEC (Paris, France): "Transactions Costs and Resource-Based Theories of Governance"

Kansas State University: "Toward a Behavioral Theory of Competitive Advantage"

University of Rochester: "Trustworthiness as a Source of Competitive Advantage"

1996 University of South Carolina: "The Resource Based View: Origins and Future Directions"

Kent State University: "The Resource-Based View: History and Prospects"

Memorial University (St. Johns, Newfoundland): "Managing for Sustained Competitive Advantage"

Florida State University: "The Resource-Based View: History and Prospects"

1997 MIT: "Differences Between Entrepreneurs and Managers in Large Organizations: Biases and Heuristics in Strategic Decision Making"

Harvard Business School: "Governance under Uncertainty: A Real Options Approach"

University of Colorado at Boulder: "The Resource Based View: History and Prospects"

Brigham Young University: "Trustworthiness as a Source of Competitive Advantage"

Cornell University, School of Industrial and Labor Relations: "Resource-Based Underpinnings of Strategic Human Resource Research"

Norwegian School of Management (Oslo, Norway): "Governance Under Uncertainty: Transactions Costs, Real Options, and Learning," with Woong Lee

Oklahoma State University: "The Resource-Based View: History and Prospects"

1998 University of Kentucky: "Governance Under Uncertainty: A Real Options Approach"

University of Illinois: "Governance Under Uncertainty: A Real Options Approach"

University of Mississippi: "Research Excellence in the Field of Strategic Management"

Vanderbilt University: "The Resource-Based View: History and Prospects"

1999 Waikato University (Hamilton, New Zealand): "Why Do Some Firms Outperform Others?"

2000 University of Naples (Naples, Italy): "Capabilities and Firm Boundaries"

Bocconi University (Naples, Italy): "Capabilities and Firm Boundaries"

Cleveland State University: "Transactions Cost and Capability Considerations in Making Boundary Decisions"

University of Utah: "A Stakeholder Theory of Corporate Diversification"

2001 London Business School: "A Stakeholder Theory of Corporate Diversification"

Tulane University: "A Stakeholder Theory of Corporate Diversification"

University of Western Ontario, "A Stakeholder Theory of Corporate Diversification"

Universidad Complutense de Madrid (Madrid, Spain): "A Stakeholder Theory of Corporate Diversification"

Waikato University (Hamilton, New Zealand): "Product and Geographic Diversification and Stakeholder Interests"

University of Auckland (Auckland, New Zealand): "Product and Geographic Diversification and Stakeholder Interests"

2002 Queens University: "A Stakeholder Theory of Corporate Diversification"

2003 University of Michigan: "How Strong Are Weak Ties?"

Washington University: "The Organization of Entrepreneurial Rents"

2004 Università di Catania (Catania, Italy): "The History and Future of Resource-Based Theory"

Università des li Studi di Napoli Federico II (Naples, Italy): "Organizing a Firm Under Knightian Uncertainty"

Bocconi University (Milan, Italy): "IT Investments and Sustained Competitive Advantage"

University of Texas at Dallas: "Organizing a Firm Under Knightian Uncertainty"

Brigham Young University: "Corporate Social Responsibility and Firm Performance: Investor Preferences and Corporate Strategies"

2005 University of Colorado: "Creation and Discovery: Alternative Theories of Entrepreneurship"

University of Oklahoma: College of Business Research Symposium, "Corporate Social Responsibility and Firm Value"

The Ohio State University: "Corporate Social Responsibility and Firm Value"

Universtà des il studi de Napoli Fredrico II (Naples, Italy): "Corporate Social Responsibility and Firm Market Value"

The Hong Kong University of Science and Technology: "Creation and Discovery: Alternative Theories of Entrepreneurial Action"

Peking University: "Resource-based Theory: Assumptions and Implications"

Sun Yat-Sen University (Guangzhou, China): "Resource-based Theory: Assumptions and Implications"

Wakaito University, "Strategic Management and Public Policy";
"IT Business Relations and Competitive Advantage"

Copenhagen Business School: "Resource-based Theory: Assumptions and Implications.

Lund University (Sweden): "The Past and Future of Resource-based Theory"

2006 Tsinghua University (Beijing, China): "Publishing Theory in Management Journals"

Peking University: "Choosing Interesting Research Projects"

University of Maryland: "Developing Resource-based Theory"

2007 New York University: "Toward a Creation Theory of Entrepreneurial Opportunity Formation"

Cornell University: "Toward a Creation Theory of Entrepreneurial Opportunity Formation"

Purdue University: "Corporate Social Responsibility and Firm Performance"

Washington University: "Corporate Social Responsibility and Firm Performance"

Nankai University: "Insights from Resource-based Theory"

2008 UCLA: "Exploring Empirical Regularities in Strategic Management Research"

Copenhagen Business School: "So, Why Do Some Firms Outperform Others?"

Norwegian School of Economics: "So, Why Do Some Firms Outperform Others?"

Sun Yat-Sen University: "Publishing in Top Management Journals"

2009 Norwegian School of Economics: "Strategies in Down Markets"

Indian School of Business: "Managing a Career in Strategy"

Old Dominion University: "Discovery and Creation Opportunities"

The Ohio State University: "Teaching with Fiction"

2010 Utah State University: "Discovery and Creation Opportunities"

IESE School of Business, Barcelona, Spain: "Human Capital and Competitive Advantage"

Cambridge University, "Developing an Academic Career"

2011 Barauch College: "Human Capital and Competitive Advantage"

Universidad Pontificia Comillas: "Managerial Competence and Competitive Advantage"

Keio University, Japan: "Managerial Implications of Resource-based Theory"

Hong Kong University of Science and Technology, Hong Kong: "Human Capital and Competitive Advantage"

Sun Yat-Sen University, "Human Capital and Competitive Advantage"

Norwegian School of Economics: "Human Capital and Competitive Advantage"

University of Utah: "Human Capital and Competitive Advantage"

The Ohio State University: "Human Capital and Competitive Advantage"

2012 "The Relationship between Strategy and Entrepreneurship," Copenhagen Business School

"Resource-based View of Competitive Advantage," Case Western Reserve University

2013 "Resource-based Theory and Competitive Advantage," Georgia Southern

University

"Resource-based Theory and Competitive Advantage," Aaolto University, Helsinki, Finland

2014 "Who Appropriates the Value of Human Capital," Polytechnic University of Milan

2015 "Why Strategic Management Must Adopt a Stakeholder Perspective," Indian School of Business

"Why Strategic Management Must Adopt a Stakeholder Perspective," Hong Kong University of Science and Technology

Academic Meetings:

1981

Academy of Management:
"The Relationship Between Network Theory and Organization Theory"
"Japanese Management: An Alternative View"

ORSA/TIMS:
"Applications of Structural Modeling in Sociology"
"Structural Models: Consistencies Across Disciplines"

US-Japan Business Conference:
"The US-Japan Electronics Industries Study," with William G. Ouchi and Dave Ulrich

1982

Academy of Management:
"Network Methods," First Annual Quantitative Methods Seminar, Session Chair
Faculty Member, OB/OMT Doctoral Consortium

ORSA/TIMS:
"The Markets and Hierarchies Perspective," Session Chair

Office of Naval Research, Contractors Meeting:
"Interorganizational Relations Across Financial Markets"

1983

Academy of Management:
"The Organization of Transaction Governance," with William G. Ouchi
"Perspectives in Organization Theory: Resource Dependence and Efficiency," Session Chair

ORSA/TIMS:
"Strategy and Organization"

1984

Wharton Conference on Transaction Cost Economics:
"The Organization of Capital Acquisition"

Wharton Conference on Manufacturing Productivity:
"Theory Z, Institutional Economics, and the Theory of Strategy"

1986

Academy of Management:
"Pin Stripes, Power Ties, and Personal Relationships: The Economics of Career Strategy," with Barbara Lawrence
"Behavioral Science Disciplines and Doctoral Education in Strategy"

1987

Texas Conference on Organizations:
"Strategic Responses to Legal Liability," with Al Ringleb
"Planning for Schumpeterian Shocks"

Academy of Management:
Session Discussant

Strategic Management Society:
"Returns From Implementing Merger and Acquisition Strategies"
"Evaluation of Strategic Group Research"

Conference for Contributors to the *Strategic Management Journal* Special Issue on Strategy Content, Northwestern University:
"Economic Profit From Merger and Acquisition Strategies"

ORSA/TIMS:
"Legal Liability, Vertical Integration, and Diversification"

1988

Conference on Managing High Technology Firms, University of Colorado at Boulder:
"High Technology Firms in Competitive Markets," with Barry Baysinger

Texas Conference on Organizations:
"'Stupid Manager Assumptions and Organizational Learning"

Academy of Management:
Faculty Member, BPP Doctoral Consortium
"Empirical Evaluation of Agency Theory," Discussant

Wharton Conference on Strategy Content, Wharton School of Business:
"Agency Theory and Competitive Strategy"

1989

Texas Conference on Organizations:
"History as a Source of Sustained Competitive Advantage"
"The Structure of Venture Capital Governance," with Lowell Busenitz, James Fiet, and Doug Moesel

Academy of Management:
"Practical Guides for Theory Development in Strategic Management," Invited Presentation
"The Structure of Venture Capital Governance: An Organizational Economic Analysis of Relations Between Venture Capital Firms and New Ventures," with Lowell Busenitz, James O. Fiet, and Doug Moesel

Strategic Management Society:
"On the Relevance of the Concept of Entry Barriers in the Theory of Competitive Strategy," with Abagail McWilliams and Tom Turk
"The Attributes of Top Management Teams and Sustained Competitive Advantage"
"Monitoring and Control in the Relationship Between Venture Capital Firms and New Ventures: An Organizational Economic Analysis"

1990

Texas Conference on Organization:
"Revitalizing Organizations"

Academy of Management:
Faculty Member, Technology and Innovation Management Doctoral Consortium
Symposium Chair: "The Resource Based View of the Firm"

University of Minnesota Conference on Organizational Economics:
"Individual Differences and the Choice of Governance Mechanisms"

Fundamental Issues in Strategy Conference:
Question Leader: "How Do Firms Behave?"

Consortium on Competitiveness and Cooperation, Napa, California:
Participant

1991

Wharton Conference on Managing and Developing Organizational Competencies:
Participant

Academy of Management:
Invited Presentation: "The Distinctiveness of Strategic Management Research"
Discussant, Organizational Economics and Organizational Governance

Strategic Management Society:
"Network Position as a Source of Sustained Competitive Advantage"

Southern Academy of Management:
Doctoral Consortium Faculty

1992

Academy of Management:
Faculty Member, BPS New Faculty Consortium
Symposium Chair, Managing Diversity for Competitive Advantage: The Texas Instruments/Texas A&M Project
Discussant, Empirical Research on the Resource Based View of the Firm
"The Determinants of Contractual Covenants Between Venture Capitalists and New Venture Managers," with Lowell Busenitz, Jim Fiet, and Doug Moesel

Strategic Management Society:
"The Human Resource Function as a Source of Sustained Competitive Advantage"

Southern Academy of Management:
Faculty Member, Doctoral Consortium

Corporate Strategy Teaching Symposium, University of Michigan, Ann Arbor, Michigan
Participant

1993

Academy of Management:
"The Value of Venture Capital Advice to New Venture Managers," with Lowell Busenitz, Jim Fiet, and Doug Moesel
Discussant, Symposium on Strategic Groups Research

Strategic Management Society:
Symposium on The Resource Based View: Analysis from Other Disciplines, with Tina Dacin

1994

Texas Conference on Organizations,
Keynote Speaker, "Competitive Advantage From Being Unable to Change"

Academy of Management:
"Biases and Heuristics in Strategic Decision Making: Differences Between Entrepreneurs and Managers in Large Organizations," with Lowell Busenitz

Babson Conference on Entrepreneurship:
"Determinants of a New Venture Team's Receptivity to Advice from Venture Capitalists," with Lowell Busenitz, James O. Fiet, and Doug Moesel

Wharton Conference on Human Resources and the Resource-Based View of the Firm:
"HR as Sources of Competitive Advantage: Theoretical Conditions and Managerial Implications"

SMJ Special Issue/Pre-Publication Conference:
"Trustworthiness as a Source of Sustained Competitive Advantage"

University of Colorado Symposium on Entrepreneurship Research:
Participant

Strategic Management Society:
"Trustworthiness as a Source of Sustained Competitive Advantage"
"Firm Resources and Capabilities: Applications and Extensions," panel member
"What Is Interesting About Global Firms?", panel member

Harvard Business School Symposium Colliding Worlds: The Convergence of Computers, Communications and Consumer Electronics:
Participant

1995

Mid-Western Academy of Management:
"The Future of Strategy Research," Keynote Speaker

Australian Strategic Management Association:
"The Future of Strategy Research," Keynote Speaker
"The Relationship Between Strategy Formulation and Strategy Implementation Research," Panel Member

Market Based Management Institute for Professors, University of Kansas:
"The Organizational Change Process and Implementing Market Based Management"

Academy of Management:
"Tenure as an Economic Process"
"Comment on Dueling Institutionalists"

Strategic Management Society Meetings:
"Transactions Cost and Resource-Based Theories of Vertical Integration"
"Empty Core Industries and Cooperative Strategies," with Abby McWilliams

1996

The Theory and Practice of Competence-Based Strategy, Third International Workshop:
"The Resource-Based View: Evolution, Current Status, and Future Directions," Keynote Speaker

Academy of Management:
"A Strategic Theory of the Firm"
"Economic Rents from Inter-organizational Collaboration"
"Antecedents of New Venture Team Dismissals by Venture Capitalists: An Integrative Approach," with Jim Fiet, Lowell Busenitz, and Doug Moesel

Conference on Organizational Identity:

Participant

1997

Academy of Management:
Assistant Chair, BPS Doctoral Consortium
"Empirical Research on the Resource-Based View"
"Technological Oversight and Foresight"

Strategic Management Society:
"Governance Under Uncertainty: Transactions Costs, Real Options, and Learning"

HR Planning Conference:
"Resource-Based Underpinnings of Strategic Human Resource Management"

1998

Academy of Management:
Chair, BPS Doctoral Consortium

ASICS Annual Meeting, Saskatoon, Saskatchewan, Canada:
"Strategic Management Research," Keynote Speaker

DRUID Conference, Denmark:
"Governance Under Uncertainty: A Real Options Approach"

Strategic Management Society:
"Alliances as 'Prelude to Acquisition' vs. Alliances as 'Learning Races'" (with W. Lee)

Dynamic Competition and Public Policy Conference, Washington, D.C.:
"The Resource Based View of Competition: Some Policy Implications"

1999

Academy of Management:
"Measuring Firm Performance in Strategic HR Research: Adjustments to Tobin's Q when Intangible Assets Matter" (with D. Miller)
"Economic Sociology Meets Strategy and Management"
"Social Capital," Discussant
"Resolving the Opportunism Minimizing—Opportunity Maximizing Paradox" (with M. Hanson and R. Hoskisson)

2000

Brigham Young University/University of Utah Strategy Conference:
Co-organizer
"Is the Network a New Unit of Analysis in Strategic Management?" Panel Member

Academy of Management:
"Business Risk, Risk Management, and a Rationale for Unrelated Diversification"

"Integrating Management and Economics Perspectives on Competitive Strategy: An Oasis or Mirage?"
"Edith Penrose and Her Historical Influence on Management Scholarship"

Mitsubishi Bank Foundation Meeting, Kamakura, Japan:
"The Resource-Based View: Origins and Implications" (with A. Arikan)

Strategic Management Society:
"Risk Management as a Rationale for Diversification"
"Is the Network a New Unit of Analysis in Strategic Management?" Panel Member

2001

Academy of Management:
"A Stakeholder Theory of Corporate Diversification" (with H. Wang)
"Strategy and Entrepreneurship: What Changes in the Digital Economy?—Not Much" (with V. della Corte and M. Sciarelli)
"How Governments Matter: The Strategic Implications of the Government Policy Making Process"

Strategic Management Society:
"A Stakeholder Theory of Corporate Diversification" (with H. Wang)
"Trust and Its Alternatives" (with S. Alvarez)

Academy of International Business:
"Resource-based View of the Firm in the International Context"

2002

Conference on Organizational Controls in a Global Context:
"Rent Creation and Appropriation: Toward a Theory of the Entrepreneurial Firm" (with S. Alvarez)

Darden-Lally Retreat on Entrepreneurship Theory:
"Rent Creation and Appropriation: Toward a Theory of the Entrepreneurial Firm" (with S. Alvarez)

BYU-University of Utah Winter Strategy Conference:
"Current State and Future Directions"
Panel on Corporate Strategy, Chair

Academy of Management:
"Strategic Alliances"
"Intuition in Strategic Decision Making"
"The Three Economics of the Resource-based View"
"Economic Underpinnings of RBV," Discussant

British Academy of Management:
"Theory Development: Paradox and Conclusion"
"Future Directions of Strategy Research," Panel member

Strategic Management Society:
"Organizing Rent Generation and Appropriation: Toward a Theory of the Entrepreneurial Firm" (with S. Alvarez)
"Economic Underpinnings of Resource-based View: Rent Generation Mechanisms in Strategic Factor Markets" (Panel member)

2003

BYU-University of Utah Winter Strategy Conference:
"Entrepreneurship and Strategic Management"

Academy of Management:
"Theory Development in Entrepreneurship," Entrepreneurship Doctoral Consortium
"Current State and Future of RBV Research"
Paper Development Workshop, Participant
"Unlocking Strategy Creation," Discussant
"Organizing the Entrepreneurial Firm," with S. Alvarez

Strategy Management Society:
"State of the Art Research on the RBV"
"Teaching the RBV"
"Future Developments in the RBV"
"Organizing a Firm under Knightian Uncertainty," with S. Alvarez

IberoAmerican Academy of Management:
"The Past and Future of Strategic Management Research," Plenary speaker
"Organizing a Firm under Knightian Uncertainty," with S. Alvarez
"Managing a Research Career," Plenary panel member

2004

BYU-University of Utah Winter Strategy Conference
"Strategy and Social Responsibility"

Atlanta Competitive Advantage Conference:
Discussant

Society for Entrepreneurship Scholars:
Co-Organizer
Participant as a Scholar Mentor

Lally-Darden Retreat on Entrepreneurship Theory:
Participant

Academy of Management:
RBV Research Workshop
"Talking in Tongues Vs. Talking to Each Other," PDW session
Entrepreneurship Doctoral Consortium
"In Search of Entrepreneurial Rents"

"Penrose at 45, Wernerfelt at 20," panel member
"Creating Actionable Research"
Corporate Secrecy and Competitive Advantage, Symposium

Strategic Management Society:
"Capitalizing on the Interfaces of Entrepreneurship and Strategy," panelist
"The Future of Corporate Strategy Research and Practice," with D. Miller and P. Vigerue

2005

BYU-University of Utah Winter Strategy Conference
Organizer and participant

Atlanta Competitive Advantage Conference:
"How Do Entrepreneurs Organize Firms Under Uncertainty," with S. Alvarez
"Is There a Diversification Discount—Really?" with T. Mackey

Academy of Management:
Opportunities and Challenges in Developing New Management Theory: Processes Used by Top Scholars, Panel Participant
"Digital Economy and Sustained Competitive Advantage in the Tourism Industry"
Future of the Field of Strategic Management, Discussant
"Managing Mid-Career in the Field of Strategic Management"

Strategic Management Society:
"Is there a Diversification Discount—Really?" with T. Mackey
"Discovery and Creation: Alternative Theories of Entrepreneurial Action," with S. Alvarez

Lally-Darden-Fisher Retreat on Entrepreneurship Theory:
Co-organizer
Discussion Leader, "The State of Theory Development in Entrepreneurship"

Journal of Management Studies, Special Issue Conference "The Theory of the Entrepreneurial Firm":
Co-organizer
"Toward an Entrepreneurial Theory of the Firm," with Sharon Alvarez

2006

BYU-University of Utah Winter Strategy Conference
Organizer and participant

EURAM
Plenary Speaker, "Building a Research Career"

International Association for Chinese Management Research:
"Theory of Chinese Management versus Chinese Management Theory"
Participant, Doctoral Consortium

European Association for Corporate Social Responsibility
Plenary Speaker, "Costly Corporate Social Responsibility and Firm Value"

Academy of Management:
"Unanswered Questions in Resource-based Theory"
Panel Member, "Opportunities in Real Options Theory"
Panel Member, "Introducing a Stakeholder Perspective into Strategic Management"
"Corporate Diversification and Firm Performance," with T. Mackey
Discussant, Session on Advanced Strategic Analysis

Strategic Management Society:
Discussant, Session on Corporate Strategy
Discussant, Session on Corporate Social Responsibility

Copenhagen Business School Meeting
Plenary Speaker, "Applying Resource-based Theory"

2007

BYU-University of Utah Winter Strategy Conference
"Is Evolutionary Theory the Right Economics for Strategy?"

Academy of Management
Discussant, "Entrepreneurship and Strategic Organization: Taking Stock, Problems, and Future Directions"
Presenter, Symposium, "The Greatest Show on Earth: Entrepreneurial and Growth and Research Opportunities in China"
Participant, Symposium, "The Morality of Strategy: Does Competitive Advantage Advance the Public Interest?"

Strategic Management Society
Panelist, "Competitive Strategy Research"
Panelist, "Strategy and Corporate Responsibility"
Panelist, "Intersection between Strategy and Entrepreneurship"
"Discovery and Creation: Alternative Theories of Entrepreneurial Action" with S. A. Alvarez

2008

International Association of Chinese Research, "Trusting the Chinese Brand" plenary panel, "The Future of Chinese Management Research"

Academy of Management
"The Relationship between Inductive and Deductive Theorizing"
"Property Rights and Strategic Management"
"Real Options Theory and the Field of Strategic Management"

Strategic Management Society
Panelist, Session on Organizational Capabilities

Presenter, Session on CEOs Appropriating Firm Profits
Panelist, Session on Value Creation and Appropriation

2009

Lally Darden Entrepreneurship Conference
Participant

Atlanta Competitive Advantage Conference
Participant

University of Connecticut IDEAS Entrepreneurship Conference
"The Missing Conversation"

Sichuan University in Chengdu, China, ICSM Conference
"Resource-based Theory"

Sun-Yat Sen University
"Strategy Research"

Academy of Management
BPS Ph.D. consortium
Entrepreneurship Ph.D. Consortium
"Universal vs. Indigenous Theory"

Base of the Pyramid Conference, University of Michigan
Participant

Strategic Management Society
Strategy Processes
Strategy and Entrepreneurship

Israel Strategy Conference
"The Missing Conversation"

2010

BYU/University of Utah Conference
"Entering the Field of Entrepreneurship"

Ohio State Conference on the Social and Economic Policy Implications of Strategic Management Theory
Co-Convener, with Anita McGahan
"The Missing Conversation"

University of Connecticut IDEAS Entrepreneurship Conference
Participant

Oxford Conference on Strategy Research
Discussant

Academy of Management Meetings
"Building Inter-disciplinary Research on Human Capital"
Business Policy and Strategy Mid Career Workshop
"Evolving Roles of Honest and Dishonest Business People in the 21st Century"
"Entrepreneurial Strategies in Low Income Countries"
"Creating a Caring Economics"
"Real Options: Taking Stock and Looking Ahead"

Strategic Management Society
"Human Capital and Strategic Management"
"Entrepreneurship in Emerging Markets"
"Business Models and Competitive Advantage"
"The Link Between Human Capital and a Stakeholder View of the Firm," Plenary session
"Integrating Transactions Cost and Resource-based Theories of the Firm," with Nilesh Khare and Michael Leiblein

ANPAD (Rio de Janeiro)
"Reflections on the field of Strategic Management," Plenary Session

2011

Strategic Management Society, Small Conference, Rio de Janeiro

Academy of International Business
Plenary session speaker
"Applying Strategy and Entrepreneurship Models in Abject Poverty: Lessons from the Front Lines"

Indian School of Business Strategy Conference
"Trust and Competitive Advantage"
Discussant

Academy of Management Meetings
"Building Coherent Careers through Commitment to Theory"
"Microfoundations of Strategy and Organizational Heterogeneity"
"Next Generation Business Strategies for 'Base of the Pyramid' Success"

Strategic Management Society Meetings
"Institutions, Governance, and Performance in a Multi-Polar World"
"Employee Investments Firm Specific Investment," with S. Alvarez and S. Morris
"Teaching Strategy Practice and Process"
"Good Strategies and Bad Strategies," Discussant

SMS Conference, Rio de Janeiro
"Generating Strategic Management Theory"
"The Relationship between Theory and Practice"

2012

Academy of Management Meetings
"Engaging the Media"
""Business Model Innovation and Competitive Advantage"
"The Process of Creating Opportunities in a Corporate Setting"
"Stigma of Failure and Levels of Entrepreneurial Activity" (with N. Damaraju and G. Dess)
"Personal and Intellectual Roots of Building New Theories"

Strategic Management Society Meetings
"Lessons from a Life Spent in the Field of Strategy"
"Consolidating Views on the Ideal Social Network Structure for Innovation," with M Angle and S. Alvarez

Prague Conference on Innovation and Entrepreneurship
"21st Century Entrepreneurship"

SMS Conference, Singapore
Faculty, PhD Workshop
"Strategy and Entrepreneurship"

SMS Conference, Guangzhou, China
"The Evolution of Chinese Strategic Management Research"

UU/BYU Strategy Conference
"What are Microfoundations?"

2013

University of Utah Conference on Human Capital and Firm Performance, Organizer

SEE Conference, University of Denver
"Poverty Alleviation"

Great Lakes Entrepreneurship Network (GLEN) Conference, Ohio State University
Faculty, Paper Development Workshop

Entrepreneurship Exemplars Conference, Catania Italy
"Creation Opportunities"

UU/BYU Strategy Conference
"Human Capital and Competitive Advantage"

Academy of Management Meetings
"Entrepreneurial Opportunity—State of the Debate," Panel member
"Myths and Realities of Capitalism," Panel member
"Microfoundations," Panel member
"The Story Behind Some of Management's Greatest Theories," Panel member
"The Origin of Organizational Capabilities," Panel member
"Bankruptcy Laws and Entrepreneurial Activity," with N. Damaraju
"New Directions in Strategic Factor Market Research," Discussant

Strategic Management Society Meetings
"SMS Emerging Scholar Presentation," Panel member
"When Does Performance Matter for Divestments?" with N. Damaraju
"Maintaining the Legitimacy, Differentiation, and Mobilization of Strategic Management," Panel member

2014

SEE Conference, University of Denver
"Positioning Research"

SMS Special Conference, Copenhagen Denmark
"Microfoundations," Debate Moderator
"Theory in Strategic Management," Panel member

Academy of Management Meetings
"Social Ontology: Implications for Entrepreneurship Theory, Research, and Practice," Panel Member
"Business Model Innovation," Panel Member
"Transcendental Leadership," Panel Member
"Where do Capabilities Come From?" Panel Member
"Opportunity Identification and Stakeholder Enrollment Under Conditions of Risk and Uncertainty," with Barclay Burns, Ryan Angus, and Heidi Herrick

Strategic Management Society Meetings
"Contributing to Strategy Process Research: Honoring Steve Floyd and Bill Wooldridge," Panel Member
"The Questions Stakeholder Theory Does and Does Not Answer Best," Panel member
"Corporate Strategy and Corporate Finance," Panel member
"Can Strategy Be Taught On-Line?" Panel member

2015

Academy of Management Meetings
"Capacity Building in the Face of Extreme Poverty," Panel Member
"Do We Gain or Lose by Embracing Stakeholders," Panel Member
"Co-Evolution of Governance and Networks," with Sunho Kim
"Business Models, Ecosystems, and Platforms," Panel Member
"How to Become Successful at the Academy of Management," Panel Member
"Workplace Commitment in Entrepreneurial Settings," Panel Member

Strategic Management Society Meetings
"Entrepreneurship in Base of the Pyramid Markets," Panel Member
"Strategy Microfoundations and Human Capital," Panel Member
"Three Types of Human Capital: Explaining Performance in a Healthcare Setting," with Barclay Burns and Michael Hendron
"Bridging the Frontiers of Business and Corporate Strategies," Panel Member
"What Ever Happened to Theory in Strategic Management?" Panel Member

Stakeholder Theory at the Crossroads—Conference Co-Convener (with Jeff Harrison)

Organizational Research: Policy and Practical Implications—A Conference Celebrating the Work of William G. Ouchi—Conference Co-Convener with Jeff Dyer, Todd Zenger, Bill Hesterly, and Alan Wilkins
"Organizational Change in U.S. Public Schools"

Consulting:

Westinghouse Electric Corporation (Construction Group)
Masonite Corporation (President's Office)
Valspar Paint, Inc. (President's Office)
McDonnell-Douglas, Inc. (President's Office)
Honeywell Information Systems (President's Office)
Honeywell Information Systems (Large Systems Division)
Bi Phase Energy, Inc. (President's Office)
Silicon Solutions, Inc. (President's Office)
Mead, Inc. (President's Office)
Hewlett-Packard Corp. (Sales Division - North America)
Southern California Presbyterian Homes (President's Office)
Sacramento Radiology Medical Group, Inc. (President's Office)
College of Veterinary Medicine, Texas A&M University (Dean's Office)
Olney Savings/AmWest Savings Bank (President's Office)
Texas Instruments (Corporate Human Resources Division)
Tenneco, Inc. (Government Relations Division)
CIBA-GEIGY, Inc. (Division Managers Group)
Koch Industries, Inc. (President, Koch Supply and Trading)
ARCO Permian (President)
Emery Worldwide (Vice President of Human Resources)
College of Business, University of Mississippi (Dean of the College)
Hancor, Inc. (President's Office)
Online Computer Library Center (President's Office), 2006-2010
OSU Medical Center (Dean's Office),2007
HER Realty (President's Office), 2007
Century Resources (President's Office), 2006
Nationwide Insurance (Office of the CEO), 2007 – 2009.
Midmark, Industries (Office of the CEO), 2008
Rocky Shoes and Boots (Office of the CEO), 2007
OSU Physicians (Office of the COO), 2007
Columbus Public Schools (Superintendent's Office), 2007
Max and Erma's Restaurants (Office of the CEO), 2006-2008
Parking Solutions (Office of the President), 2006-2008
The Ohio State University (Office of the President and Provost), 2007
Cardinal Health (VP of Human Resources), 2006
College of Math and Physical Science, OSU (Dean's Office), 2007
Wasserstrom's (Office of the CEO), 2007
TechColumbus (Office of the CEO), 2007
Battelle Laboratories (CFO), 2007
Lancaster Colony (Office of the CEO), 2007
Northside Foods Division of Smithfield Foods (Office of the CEO), 2006-2007
Insight Bank (Chair and CEO), 2007
Hamilton Parker (CEO), 2007

Choice Humanitarian (CEO), 2008
Pike Electric (CEO), 2009
Bob Evans (CEO), 2009 - 2013
Greif, Inc. (CEO), 2010
R.G. Berry (CEO), 2010 – 2016
ARUP (CEO) 2012 – 2013
Mason Companies (CEO) 2014 – 2015
FDRA (CEO) 2015

Executive Teaching:

Japanese Conference on Zero-Defects (1980)
UCLA Marketing Executive Program (1981)
Fourth Annual Norwegian Management Group (1981)
Westinghouse Electric, Construction Group Business Meeting (1981)
HDR Engineering Corporation (1981)
Health Care Executives of Southern California (1982)
The Microrel Division of the Medtronics Company (1982)
University of California, Academic Business Officers (1982)
National Safety Glass Manufacturer's Association (1982)
Women in Management, Los Angeles (1982)
National Flat Glass Manufacturers (1982)
Steel Service Industry Association (1983)
Wells Fargo Bank (1984-1986)
Hewlett-Packard Corporation (1984-1985)
COPAS Executive Program, Bocconi University, Milan, Italy (1985-1988)
UCLA-IACE Mexico City Executive Program (1985)
UCLA Advanced Management Program (1986-1987)
UCLA-AEA Executive Program (1986-1987)
Honda-USA Management Training Seminar (1986)
UCLA/MIT Venture Forum (1986)
Southern California Presbyterian Homes (1986-1989)
Temple/Inland Middle Managers Program (1989-1990)
Scott & White Medical Managers Development Program (1988-1991)
Annual Management Meeting, ARCO Oil and Gas Information Systems Division (1990)
UCLA/NNI, Transforming Information Technology Into Organizational Success (1989-1990)
Strategic Human Resource Planning Executive Program, University of Michigan (1989-1993)
Human Resource Executive Program, University of Michigan (1989-1993)
Leadership Forum, Southwestern Bell Corporation (1990-1991)
Texas Instruments, Human Resource Executive Committee (1991)
Texas A&M Administrators Development Program (1991-1992)
Southern Methodist University Oil and Gas Executive Program (1991-1995)
Law Enforcement Administration Executive Program (1989-1994)
Marathon Oil Management Program (1991-1993)
Center for Human Resource Management Advisory Board Meeting (1991-1994)
Center for Human Resource Management/Strategic Human Resource Management Joint Conference, Texas A&M University (1993-1994)
Phillips Petroleum Middle Managers Training Program (1993- 1998)

Society for Human Resource Planning, Integrating Human Resources and Business Strategy (1993)
IBM, The Client Relationship Training Program (1993-1994)
Bell Helicopter Strategic Planning Retreat (1993)
The Texas A&M Conference on Home-Based Entrepreneurship (1994)
AEP Management Development Program (1994-1998)
Keynote Speaker, Annual Board of Visitors Meeting, Graduate School of Business, Fordham University (1994)
Keynote Speaker, Annual Board of Visitors Meeting, School of Business and Economics, Chapman University (1995)
Texas Christian University, Burlington Northern Executive Program (1995)
Korean Management Development Program (1995)
HEC, Paris, France, Guest Lecturer, MBA Program (1995)
AADWA Executive University (1995)
Cook Nuclear Power Plant, Management Training Seminar (1996)
BankOne Credit Card Services Annual Meeting (1996)
Financial Card Services, Banc One Corporation, Sales Meeting (1996)
Institute of Scrap Recycling Industries, Inc. (1996)
Executive Leadership Training, Emery Worldwide (1997-2001)
Keynote Speaker, Women In Electric Utilities Round Table (1997)
McKinsey and Company, Participant at McKinsey Forum (1998)
Academy for Financial Executives (1998-99)
McKinsey and Company, Instructor in their Training Program for New Hires without MBAs (1999)
Waikato University Executive Program (1999)
Pacific Coast Banking School (1999).
Young Presidents Organization—Columbus Chapter (2000)
Mergers and Acquisition Seminar, Fisher College Of Business (2000)
Dow Corning Executive Program (2000)
OCLC Leadership Institute (2000-2002, 2006-)
OSU Medical Center Leadership Forum (2002)
Cardinal Health Leadership Forum (2002-2006)
Nationwide (2003-2004)
AEP Leadership Forum (2002-)
Columbus Public Schools (2005-2006)
Huntington Bank Program (2006- 2008)
Columbus Children's Hospital Program (2006)
Huntington Bank Senior Officers Meeting (2006)
Chemical Abstracts (2006)
OSU Corporate Board Program (2009 - 10)
Forum for Digital Business, Helsinki, Finland (2013)
Extra Space Storage (2014)

Faculty Member, UCLA Executive and Executive MBA Programs (1980-1988)
Faculty Member, Texas A&M Executive Development Program, Advanced Management Program, and Management Seminar (1986-1994)
Faculty Member, Ohio State Executive Development Programs and Executive MBA Programs (1994-2012)
Faculty Member, University of Utah Executive Development Programs and Executive MBA Programs (2012 -)

Boards of Directors/Advisory Boards:

Parking Solutions, Advisory Board
NCT Ventures, Advisory Board
Strategic Management Society, Board of Directors
    Chair
Max and Erma's Restaurants, Board of Directors,
    Member, Audit Committee
    Chair, Compensation Committee
    Chair, Special Committee of the Board
Sales Building Systems, Advisory Board
Strategic Research Foundation Board of Trustees

Awards and Honors (Not listed elsewhere):

Teaching Awards:

Winner, George Robbins Teaching Award, UCLA, 1983-84.

Winner, Former Student's Association Award for Outstanding Teaching, College of Business Administration and Graduate School of Business, Texas A&M University, 1992.

Winner, 1995 Outstanding Core Professor, Full Time MBA Program, Fisher College of Business, The Ohio State University.

Winner, 1996 Outstanding Core Professor, Evening MBA Program, Fisher College of Business, The Ohio State University

Winner, 1999 Outstanding Ph.D. Instructor, Ph.D. Program, Fisher College Of Business, The Ohio State University

Winner, 2000 Outstanding Ph.D. Instructor, Ph.D. Program, Fisher College Of Business, The Ohio State University

Winner, 2001 Outstanding Executive MBA Professor, Executive MBA Program, Fisher College of Business, The Ohio State University

Winner, 2005 Outstanding Executive MBA Professor, Executive MBA Program, Fisher College of Business, The Ohio State University

Other Scholarly Awards:

Designated as an "Ascendant Scholar" by Western Academy of Management, 1990.

Faculty Research Fellow Award for Outstanding Research, College of Business Administration and Graduate School of Business, Texas A&M University, 1992.

Presenter, The Holger Crafoord Memorial Lecture, School of Economics and Management, Lund University, Sweden, "Toward an Organizational Model of Competitive Advantage," Fall 1993.

Finalist, 1986 *Academy of Management Review* Outstanding Scholarly Contribution Award.

Winner, 1994 Best Paper Award, Entrepreneurship Division, Academy of Management.

Best Conference Paper Prize, Strategic Management Society, 2005, Honorable Mention, "Diversification, Dividends, and Firm Value," with T. Mackey.

Winner, 2013-2014 Daniels Fund Leadership in Ethics Education Award, Eccles School of Business, the University of Utah

Grants:

Research Grants, US-Japan Friendship Commission, 1984, 1985, 1986. (Grants totaling $45,000.)

Texas Advanced Research Program, 1988-89, "Managing Risk & Uncertainty in Funding New Business Ventures: Determinants of the Structure of Venture Capital Governance" (Grant of $90,200).

Research Grant, Center for International Business Studies, Texas A&M University, 1989, "International Agency Theory," with Arvind Mahajan (Grant of $5,000).

Research Grant, Center for Entrepreneurship, 1991, "Strategic Analysis in Starting New Businesses," with Jennifer George and Tom Turk (Grant of $6,000).

Research Grant, Texas Instruments, 1991, "Managing Cultural Diversity for Competitive Advantage," with Bob Hoskisson (Grant of $77,000).

Research Grant, Texas Instruments, 1992, "Managing Cultural Diversity, Continued," with Bob Hoskisson (Grant of $7,000).

Summer Research Grant, 1993, College of Business Administration and Graduate School of Business, Texas A&M University (Grant of $13,000).

Research Grant, AT&T Foundation, 1999, "Center for the Study of Virtual Organization," with Rob Heneman, Roy Lewicki, and David Greenberger (Grant of $200,000)

Research Grant, Ford Foundation, 2000-2001, "Post Merger Integration," with Oded Shenkar (Grant of $20,000).

Research Grant, The Ohio State University, 2010-2015, "The Poverty Solution Consortium," (Grant of $750,000 per year for five years), with Howard Goldstein.

Editorial Service:

Co-Editor:	Strategic Entrepreneurship Journal, 2009 - 2014
Senior Editor:	Organization Science, 1992-1996
Associate Editor:	Journal of Management, 1989-92 Strategic Entrepreneurship Journal, 2007-2009
Member, Academic Advisory Board:	Sviluppo and Organizzazione, 1986- Journal of Management Studies, 1997- Journal of Business Logistics, 2010 – Brazilian Administrative Review, 2010 -
Acting Associate Editor:	Management Science, 1987 Organization Science, 1989
Acting Consulting Editor:	Academy of Management Review, 1992, 1993, 1994
Member, Editorial Board:	Human Resource Management, 1991-1994 Academy of Management Review, 1990-1994 Organization Science, 1988-92 Strategic Management Journal, 1988- Columbia Journal of World Business, 1997- Journal of Business Venturing, 1997- 2004 Strategic Entrepreneurship Journal, 2006 - 2007
Guest Editor:	Journal of Management, Yearly Review, 1989 Strategic Management Journal, Special Issue on Strategic Management Theory, 2014 - 2015
Paper Reviewer:	Administrative Science Quarterly Journal of Finance Academy of Management Meetings Organization Science Journal of International Business and Strategy California Management Review Management Science Sloan Management Review National Science Foundation Journal of Management

Professional Service:

Business Policy and Planning Division Executive Committee, Academy of Management, 1989-1991

Chair, BPP Name Change Committee, 1990-1991

Assistant Program Chair, Business Policy and Strategy Division, Academy of Management, 1992-1993

Program Chair, Business Policy and Strategy Division, Academy of Management, 1993-1994

Chair-Elect, Business Policy and Strategy Division, Academy of Management, 1994-1995

Chair, Business Policy and Strategy Division, Academy of Management, 1995-1996

Past Chair, Business Policy and Strategy Division, Academy of Management, 1996-1997

1993, 1995 Strategic Management Society, Review and Program Planning Committee

Strategic Management Journal Best Paper Nominating Committee, 1993- 2003

1994 Organization Science Dissertation Proposal Competition, member of Evaluation Committee

Member, External Evaluation Committee, Department of Management, University of Utah, 2004

Member, External Evaluation Committee, Department of Organization and Strategy, Brigham Young University, 2000

Member, Academy of Management Terry Book Award Evaluation Committee, 2003-2004

Member, Board of Directors of the Strategic Management Society, 2004 – 2008

President-elect, Strategic Management Society, 2008 – 2010

President, Strategic Management Society, 2010 – 2012

Past President, Strategic Management Society, 2012 - 2014

Member, Board of Trustees, Strategic Research Foundation, 2009 – 2012

Vice Chair, Strategic Research Foundation, 2010 - 2012

Outside Dissertation Evaluator

1996	Copenhagen Business School (Mogens Kuhn Pedersen)
1997	Norwegian School of Management (Knut B. Haanaes)
2008	Erasmus University (Hermanus Klein)
2010	Cornell University (Erik Simanis)
2011	Emory University (David Kryscynski)

Judge, 2004, 2005 Ernst & Young “Entrepreneur of the Year” Award

Outside Letter Writing for Tenure and Promotion Decisions at other Universities:

Arizona State University (two times)

Boston University (two times)
Brigham Young University (two times)
University of California at Irvine
University of California at Los Angeles (two times)
University of Connecticut
Case Western Reserve University (two times)
Clarkson University (two times)
Cornell University (three times)
Dartmouth College (two times)
Duke University
Emory University
Georgia State University
Georgia Tech University
George Washington University (two times)
Chinese University of Hong Kong (three times)
Harvard University (four times)
Hong Kong University of Science and Technology
INSEAD
University of Maryland
University of Michigan (five times)
University of Minnesota (four times)
University of Missouri
University of Wisconsin at Madison
New York University
Northwestern University (three times)
Oxford University
University of Oregon
University of Pennsylvania - The Wharton School (six times)
Purdue University (four times)
Rice University
Rutgers University
University of Southern California (two times)
Southern Connecticut State University
Southern Methodist University
Suffolk University
Texas A&M University
Tulane University
University of Singapore
University of Toronto (two times)
University of Utah
Warwick University
Washington State University
Washington University (four times)

College and University Service:

Area Leader, Strategic Management Group, Department of Management, Texas A&M University, 1989-1991

Member, Texas A&M Doctoral Policy Committee, 1987-1991

Member, Center for Entrepreneurship Executive Committee, Texas A&M University, 1990-1994

Member, Texas A&M College of Business Administration Honors Program Review, 1993

Member, Texas A&M Graduate School of Business Administration MBA Curriculum Development Tasks Force, 1993

Member, Doctoral Education Committee, Department of Management and Human Resources, Fisher College of Business, The Ohio State University, 1995-

Member, Post-Doctoral Fellowship Evaluation Committee, The Ohio State University, 1996-1997

Member, College Personnel Committee, Fisher College of Business, The Ohio State University, 1996

Member, CGEBA (Committee for Graduate Education in Business Administration), Fisher College of Business, The Ohio State University, 1995-1997

Member, College of Business Executive Education Director Search Committee, Fisher College of Business, The Ohio State University, 1996-1997

Member, CIBER Advisory Board, Fisher College of Business, The Ohio State University, 1996-2001

Member, College Executive Committee, Fisher College of Business, The Ohio State University, 1997-1999

Chair, Promotion and Tenure Document Review Task Force, Fisher College of Business, The Ohio State University, 1997-1998

Member, Executive MBA Planning Task Force, Fisher College of Business, The Ohio State University, 1998

Academic Director of the MBA Program, Fisher College of Business, The Ohio State University, 1999-2002

Academic Director, Proposed Center for Entrepreneurship, Fisher College of Business, The Ohio State University (2002-2003)

Chair, College Teaching Committee (2003-2005), Fisher College of Business, The Ohio State University

Chair, College Research Committee (2006-2010), Fisher College of Business, The Ohio State University

Member, Dean's Search Committee (2008), Fisher College of Business, The Ohio State University

Member, Strategic Management Recruiting Committee (2008-2009), Fisher College of Business, The Ohio State University

Member, Entrepreneurship Recruiting Committee (2009-2010), Fisher College of Business, The Ohio State University

Chair, Entrepreneurship and Strategy Department (2013 -), Eccles School of Business, the University of Utah.

Member, Lassonde Institute Governing Board (2013 -), University of Utah